"Applicability of Two Factor Theory of Motivation on Private University Teachers"—An Empirical Study

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Abstract: Herzberg’s two factors theory describes the concepts of Hygiene/Maintenance factors and Motivational Factors/Motivators were taken as a major component for this study. The purpose of this study is to assess the applicability of two factor theory of motivation on private university teachers. In this research paper, various theories based on motivation were taken into consideration. An attempt was made to check whether all hygiene factors and motivational factors play the similar role in private universities. This is an empirical study and data were collected through questionnaire using likert scale. Data were analyzed by using various statistical tools like descriptive statistics, ANOVA and Correlation. The findings of this study revealed that there is a strong desire of hygiene and motivational factors, which has been propounded in Herzberg's two factor theory among private university teachers. Salary and retention rate are directly correlated. University teachers refrain from long working hour.

Keywords: Hygiene Factors, Motivational Factors, Retention

Introduction

In today’s highly competitive business scenario, the human resource is the most critical resource among all the resources any organization needs to produce. Every organization wants to achieve success and have desire to get constant progress in their daily business activities. An organization can have sustainable competitive advantages only when it possesses a unique human capital. All the other resources such as financial, technological or physical resources might prove wastage if the firm does not possess an excellent group of people who will be handling these resources. The current trend in the world today is highly competitive. Organizations regardless of their size, market share and technology are facing employees (workers) retention challenges. The human resource will become richer by passage of time and experience. This of course does not happen automatically and the organization will have to invest in its human resources in order to transform them into true resource that will add value to the organization.
There have been various ways to retain employees in job for a longer period of time – from deferred payment to offer bonus related to their tenure in their job to even tying them with bond or other types of financial contracts.

These days the management of an organization is facing two main challenges related to motivation; the first challenge is to motivate workers towards helping the organization to achieve its goal, while the second is to motivate workers to achieve their own personal goals. Meeting the needs and achieving the goal of both the management and workers is often a difficult task in all types of organizations all over the world. Any organization can neither progress nor achieve success until and unless the employees of the organization are satisfied with it, are motivated for the task fulfillment and goals achievement and encouraged. Several studies on motivation and job performance in India attempt to focus on typical organization like manufacturing sector, local government and construction industry but, very few researchers had studied various factors at different levels which influence the behavior of the employees of higher education particularly in the private universities. This study is based on the mixed statistical method to evaluate relationship between motivation and satisfaction level in employees in private universities in NCR Region including Delhi and Alwar District.

Four content theories of motivation propounded by various psychologists such as Maslow need hierarchy theory, Herzberg’s two factors theory, Alderfer’s ERG theory, McClelland’s achievement theory which explains various factors which influences the level of motivation among working individuals.

Aldefer (1969) too, in the tune of Maslow, proposes that human needs are arranged in a hierarchical order and individual progresses from lower level needs to the higher order needs. However, he condensed the 5 levels of needs as identified by Maslow into 3 basic categories. Thus, the existence needs in Alderfer’s ERG model are concerned with basic survival and sustenance needs and cover both physiological and physical safety needs in the Maslow model. The higher order is known as “Relatedness needs” and concerned with relationship to the social environment which is equivalent to the need for belongingness in Maslow model. Growth needs, the last level of needs in the echelon are concerned with the self-esteem and self actualization needs in the need hierarchy model.

Douglas McGregor (1960) after analyzing the way managers behave with their employees concluded that managers might be categorized on the basis of their assumptions about the human nature into two distinct groups. Once set of assumptions called “theory X” by McGregor, represents the lower order needs whereas “theory Y” depicts the higher order needs of Maslow needs.

David C McClelland (1988) identified three needs or motivators- Need for achievement, Need for power, and Need for affiliation. He believes that each person has a need for all the three but the people differ in the degree to which the various need motivate their behavior.
Though the most widely discussed theory of motivation is propounded by Abraham Harold Maslow (1954). Maslow suggested that human needs may be categorized in five broad areas, arranged in a definite order according to their level of importance for the person or what is called hierarchy. The foremost level of needs for an individual is the physiological needs which include hunger, thirst, need for oxygen, temperature regulation and so on, which are essential for the survival of organism. Need for rest, sleep, sensory pleasure, mental behavior and arguably sexual desire also fall under this category. The next level need is denoted by the safety needs that include need for safety and security, freedom from pain or threat of physical attack, protection from danger. These also include need for predictability and a sense of security against uncertainty. The third level is known as social needs. These arise when physiological and safety needs are satisfied. These needs include the sense of belongingness, friendliness, acceptance and rejection. The fourth level as known as the esteem needs, which include both self-esteem and esteem from others. Self-esteem involves desire for confidence, strength, autonomy and achievement. Esteem of other involves reputation or prestige, status, recognition and appreciation.

After fulfilling all the above four level of needs an individual want to attain the highest level of needs in the hierarchy that is self-actualization needs. It refers to the drive to become what one is capable of becoming. These may take many forms, which vary widely from one individual to another from actualizing one’s potential talent to the spiritual quest. According to Maslow, once a lower level need gets reasonably satisfied, it is no longer a motivator any more. Now the needs in the next higher level of the hierarchy start to dominant influence on the individual.

This study is based on the Herzberg’s two factor motivation theory. In 1959, Herzberg modified Maslow’s needs theory and consolidated two areas of need that motivates employees. The two factors are:

(i) **Hygiene/Maintenance Factors**: These were featured as lower level motivations which consist of company policy and administration, supervision, interpersonal relationship between peers, interpersonal relationship between superiors, interpersonal relationship between subordinates, working condition, salary, personal life, status and security.

(ii) **Motivation Factors/Motivators**: He emphasized on higher level factors of motivation and focused on aspect of work such as achievement, recognition, advancement, work itself, responsibility and growth or advancement.

The Herzberg theory emphasized on salary, working conditions, job satisfaction, recognition and achievement etc. as a factor that play vital role in motivating employees to commit their effort on the task assigned by the organization.

**Review of Literature**
Motivation is considered to be a soul achievement of human resources management practices as almost all the human resource practices has fundamental aim which includes job involvement and job satisfaction of an employee and acquiring high level of work motivation (Jerris, 1999).

In today’s competitive environment, no organization can sustain without increased workers’ motivation and this activity has to be continued for a longer period. (Robbins et. al., 2005) said that employee’s motivation is the “willingness to exert high level of inspiration to reach organizational goals, conditioned by the efforts ability to satisfy some individual need”. This definition clearly states that motivation is the willingness of employees to perform work efficiently and voluntarily; this willingness is the result of need satisfaction and it only comes when they perceive that their efforts are recognized.

Employee’s motivation can only be attained by realizing him/her that his/her individual needs or goals are very crucial for the organizational success and their individual efforts are aligned with organizational goals or achievement. Organizations need to explore various intrinsic and extrinsic motivators for its employees so that they can contribute in the organizational success in the long run.

(Nohria, 2008) revealed in a study that motivation is measured by multidisciplinary indicators like engagement, satisfaction, commitment and intention to quit.

(Rainey, 2001) emphasizes that work motivation refers to the level of direction, persistence and excitement of effort in work settings that a person tries to work hard and well.

Although money is influential factor at every stage but at the same time it is not necessary that money alone can increase the level of motivation of every employee, high achievers they don’t get motivated by money but, they get motivated by recognition, achievement, advancement, instant feedbacks, moderate challenging work, etc. that are primary motivators for the workers inspiration to perform effectively (Fuhrmann, 2006).

**Objectives of the Study**

- To identify the prominent factors given by Herzberg which influences the level of motivation among teachers in private universities.
- To assess the relationship between employees remuneration and retention rate in private universities.
- To assess the relationship between working conditions and retention rate in private universities.

**Hypotheses**

Keeping in view the objectives, the following hypotheses have been formulated for the study
**H₀₁** - There is no significant difference between the means of various hygiene and motivational factors among the private university teachers.

**H₀₂** - There is no direct relationship between salary and retention rate of employees in private universities.

**Scope of the Study**

Delhi NCR is considered as an education hub for the higher education. The people of these areas have more resources and means for educating their children; hence, there is a lot of potential for private universities as there are very few government universities located in these areas. Alwar district is an ideal district because it is very much near to the capital of the country. Thus, it has better connectivity, infrastructure and communication facilities due to which most of the private universities are interested to operate their business in this area.

Thus, NCR Region including Delhi and Alwar district had been selected for the sample study. Many renowned and reputed private universities like Amity University, ITM University, Raffles University, NIIT etc. have been covered for generating the responses. The selection of sample private universities has done by using convenience sampling method.

**Sampling Technique**

**Universe:** Private Universities across India.

**Sampling Unit:** Sampling unit is limited to the Delhi NCR and Alwar district of Rajasthan.

**Sample Size:** 191 employees (teaching) of various private universities from the sample region.

**Sampling Design:** Convenience sampling is adopted on the ground of availability, convenience to access and level of participation. Almost equal numbers of respondents have been taken in the age group of 25-35, 35-45 and above 45 years across the different income levels and with different educational background and qualifications.

**Data Collection**

Since the primary objective of this research work is to identify various factors of motivation among employees in private universities. The present study is mainly based on the primary data collected with the help of the structured questionnaire and disguised interactive method. All the data for the purpose of the study and deep analysis had been collected during the field work. Preliminary data had been collected from 10 randomly selected universities. During the survey in these areas, the researchers took interviews on the basis of prepared standard questionnaire of about 20-25 persons in every university.
Primary Data: The structured questionnaire and disguised interactive method were used to collect the primary data. The questionnaire has both open-ended and closed-ended questions.

Secondary Data: Books, Journals, Magazines, Newsletters of the various universities and Internet.

DATA ANALYSIS AND INTERPRETATION

The responses were generated from 207 respondents. The elimination of questionnaire was done for 16 questionnaires as responses were not duly filled. Thus, the responses in respect of 191 respondents could be finally taken as sample size. The collected data was put on Likert Scale as follows- Strongly Agree- 5, Agree- 4, Neutral-3, Disagree-2, Strongly Disagree- 1. Data has been analysed using different statistical tools like Descriptive Statistics, ANOVA & Correlation.

Table 1
Analysis of various factors of motivation among employees in private universities

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Hygiene Factors and Motivators</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Coefficient of Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job Security</td>
<td>4.62</td>
<td>0.69</td>
<td>14.94</td>
</tr>
<tr>
<td>2</td>
<td>Salary</td>
<td>4.86</td>
<td>0.80</td>
<td>16.46</td>
</tr>
<tr>
<td>3</td>
<td>Quality of Supervision</td>
<td>4.55</td>
<td>0.66</td>
<td>14.51</td>
</tr>
<tr>
<td>4</td>
<td>Working Condition</td>
<td>4.65</td>
<td>0.64</td>
<td>13.76</td>
</tr>
<tr>
<td>5</td>
<td>Organization's Policy &amp; Administration</td>
<td>4.61</td>
<td>0.71</td>
<td>15.40</td>
</tr>
<tr>
<td>6</td>
<td>Interpersonal Relation</td>
<td>3.91</td>
<td>0.78</td>
<td>19.95</td>
</tr>
<tr>
<td>7</td>
<td>Personal Life</td>
<td>3.78</td>
<td>0.84</td>
<td>22.22</td>
</tr>
<tr>
<td>8</td>
<td>Autonomy &amp; Responsibility</td>
<td>4.09</td>
<td>0.72</td>
<td>17.60</td>
</tr>
<tr>
<td>9</td>
<td>Growth and Advancement</td>
<td>4.32</td>
<td>0.88</td>
<td>20.37</td>
</tr>
<tr>
<td>10</td>
<td>Achievement</td>
<td>4.43</td>
<td>0.72</td>
<td>16.25</td>
</tr>
<tr>
<td>11</td>
<td>Work Itself</td>
<td>4.00</td>
<td>0.84</td>
<td>21.00</td>
</tr>
<tr>
<td>12</td>
<td>Recognition</td>
<td>4.03</td>
<td>0.89</td>
<td>22.08</td>
</tr>
</tbody>
</table>

Table 2
ANOVA

<table>
<thead>
<tr>
<th></th>
<th>SS</th>
<th>Df</th>
<th>Variance</th>
<th>F</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between</td>
<td>230.5483</td>
<td>11</td>
<td>25.6165</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within</td>
<td>1151.664</td>
<td>2060</td>
<td>0.5591</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1382.212</td>
<td>2071</td>
<td>45.826</td>
<td>0.0000</td>
<td></td>
</tr>
</tbody>
</table>
Table 1 & 2 shows the descriptive statistics and ANOVA results comparing the effects of various Hygiene and Motivational factors on the employees in Private Universities. The values of descriptive statistics show that various factors of motivation explored by Herzberg in the Two Factor theory are desirable at the workplace in private universities. This statistics confirms that the hygiene factors excluding Interpersonal Relationships and Personal life are used as maintenance factors because calculated values of mean are extremely high and coefficient of variance are respectively low. Also the statistics reveal that the motivational factors are equally desired at a moderate rate.

The Analysis of variance (ANOVA) is asserting that the p-value is <0.05. This is evidencing that null hypothesis is rejected and alternative hypothesis is accepted. The f-value is prominently greater than the table value which indicates that there is a significant difference between the means of mentioned groups.

### Table – 3
#### Preference of Hygiene and Motivational Factor

<table>
<thead>
<tr>
<th>S.No</th>
<th>Factors</th>
<th>Frequencies of first preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hygiene</td>
<td>126</td>
</tr>
<tr>
<td>2</td>
<td>Motivational</td>
<td>65</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>191</td>
</tr>
</tbody>
</table>

* Though the study was taken into consideration for 207 faculty members, but while analyzing the preferences of hygiene and motivational factors only 191 responded to the questionnaire where as 16 did not make their preferences.

### Table – 4
#### Relationship between salary and retention rate of employees in private universities

<table>
<thead>
<tr>
<th>R, R-squared value and S.E.</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation coefficient between salaries and tenure of job</td>
<td>0.9395</td>
</tr>
<tr>
<td>R-squared value</td>
<td>0.8826</td>
</tr>
<tr>
<td>Standard Error</td>
<td>0.4578</td>
</tr>
</tbody>
</table>

Table-4 depicts the coefficient of correlation between salary and retention rate of employees in private universities in the investigated population. Calculated coefficient of correlation is 0.9395, which indicates that there is a high degree of positive correlation between salary and retention rate of employees. It further explains that salary plays an important role in retaining and motivating the teaching staff in the private universities. R-squared value which is 0.8826 also supports a proportionate linear relationship between salary and retention rate. Therefore, second null hypothesis is rejected, hence there is a direct relationship between salary and retention rate of employees in private universities.

### Findings and Conclusion
The findings of this study state that hygiene factors such as salary, job security, working conditions, quality of supervision, organization's policy & administration are highly desirable and have a high degree of influence on the teaching employees of private university. There is a neutral view towards interpersonal relationship and personal life in faculty members of private universities. Motivational factors such as autonomy & responsibility, growth and advancement, achievement and recognition are strongly desirable at the work place. The hygiene factors have a preference over the motivational factors by the respondents.

There is a direct relationship between quantum of salaries and tenure of retention. The retention rate of university teachers in private universities is very low. Also the teachers refrain from longer working hours and unfavorable environment as large number of respondents have given the above reasons for quitting the previous colleges/ institutions.

The research also confirms the applicability of Herzberg’s two factors theory in private universities. In fact, Herzberg two factors theory is more relevant in current time as the average respondents respond to the given option "strongly desirable" in the questionnaire. The results show that the two factor theory will be more applicable and will be of great importance in this cut throat competitive world.

**Suggestions**

On the basis of the survey and the focus interviews during the course of study, the researcher offers to make following suggestions:

- Private universities should focus on maintaining hygiene and motivational factors so that teachers can work efficiently and can be able to contribute towards the growth and development of private universities.

- Policies regarding rewards and benefits to the employees should be appropriate as there is a direct relationship between salary and retention rate in private universities.

- Private universities should keep in mind the factors like working hours and conducive environment etc. while formulating the curriculum of the institution.

- As the study depicts the low level of interpersonal relationship and personal life activities. Therefore, the university may give due importance to interpersonal relationship while framing the policies for the employees welfare.

**References:**